Parks Canada Parcs Canada

PARKS CANADA AGENCY

2011–2012 ESTIMATES

A REPORT ON PLANS AND PRIORITIES

Canada

SERVING CANADIANS

THE Parks Canada CHARTER

OUR MANDATE

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.

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2011–2012 ESTIMATES

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Cover Photo:

Fundy National Park of Canada (N.B.)
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the Chief Executive Officer of Parks Canada, 2011

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Fort George National Historic Site of Canada (Ont.)
Parks Canada, *Photo: J. Bénard*

Minister's Message

I am proud to be the Minister responsible for Parks Canada as the Agency launches its 100th anniversary celebrations in 2011. Since its inception, Parks Canada has been a dedicated and renowned leader in the areas of conservation and preservation of places of natural and cultural significance.

Over the course of a century, Canada has set aside about 320,000 square kilometres of lands and waters in national parks and national marine conservation areas. In the past four years alone, the government has taken steps that will add more than 30 percent to the existing land and waters administered by Parks Canada, including expanding Nahanni National Park to six-times its initial size and the creation of national marine conservation areas in Lake Superior and Haida Gwaii. At the same time, the government has continued to designate and commemorate places, persons and events of national historic significance.

Our government is committed to expanding Canada's national parks system. From Sable Island to Lancaster Sound, from Mealy Mountains to Saoyú-ʔehdacho, we will continue to preserve our natural heritage and protect our lands in the North, and right across the country, while also establishing places of national historic significance to represent the breadth and diversity of Canadian history.

In November 2010, Parks Canada was honoured to be nominated for the prestigious Gift to the Earth award by the non-profit organisation World Wildlife Fund Canada (WWF-Canada) for the recent dramatic growth of Canada's national parks system. As WWF's highest accolade, this nomination recognizes Parks Canada's many significant conservation achievements, including its laudable track record in creating protected areas and reintroducing endangered species.

As the 125th anniversary celebrations of Banff National Park have drawn to a close, and as the 100th anniversary celebrations of Parks Canada are getting underway, I am proud to celebrate Canada's nature, Canadian history and Parks Canada's achievements in helping Canadians establish personal connections with Canada's heritage places and preserving them for future generations.

In this special anniversary year, we renew our commitment to Canadians: 100 years from now, they will look back upon our efforts and achievements and see a remarkable cultural and natural heritage legacy. This is our gift to the world and to future generations.

The original version was signed by

The Honourable Peter Kent, P.C., Q.C., M.P.
Minister of the Environment and Minister responsible for Parks Canada Agency

Pacific Rim National Park Reserve of Canada (B.C.)
Parks Canada. *Photo: Josh McCulloch*

Chief Executive Officer's Message

In 1911, when Canada was still a very young country, the Canadian government created the Dominion Parks Branch, a service entirely dedicated to the protection of parks. It was a new idea at the time; in fact, Canada was the first country in the world to establish a national park service. The Dominion Parks Branch evolved to become the Parks Canada Agency that we know today.

Since its inception 100 years ago, the scope of Canada's national park service has grown from 17 national parks covering 47,000 square kilometres to 42 national parks covering 320,000 square kilometres, with an expanded mandate that includes the conservation of national historic sites and the sustainable use of national marine conservation areas. Parks Canada will continue to establish and expand these heritage places to ensure that they represent and embody the collectivity of what is Canada.

Year after year, generation after generation, Canadians have shown strong support and appreciation for our country's natural and cultural resources. Over time, Parks Canada has developed strong relationships with Canada's Aboriginal peoples and with neighbouring communities in the establishment and management of our heritage places, relationships that are built on trust and respect; we have developed innovative practices in cultural and natural resources management and, in so doing, have become a world leader in heritage conservation. Today, Parks Canada relies on a team of dedicated and passionate professionals, who have the knowledge and the skills to face the challenges and seize the opportunities of the 21st century.

Canadians are changing and Parks Canada is responding by reaching out to them in their communities to offer renewed and diversified visitor experiences. By inviting them to visit the protected areas we so proudly maintain on their behalf, we ensure that each new generation of Canadians will become the next generation of stewards of Canada's inspiring natural and cultural heritage.

This centennial anniversary is an opportunity for the team members and the Agency to reflect on past accomplishments, to be proud of its progress and success, and to plan for the future of the Agency. This will be an endeavour that will shape the Agency for the next generation and will require efforts and dedication from all of us. This is also an opportunity to reconfirm our commitment to increase Canadians' personal connection with their heritage places which represent the very essence of our country.

The original version was signed by

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

Kluane National Park and Reserve of Canada (Y.T.)
©Parks Canada. *Photo: Fritz Mueller*

Section I – Parks Canada Agency Overview

RAISON D'ÊTRE AND RESPONSIBILITIES

Mandate

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

Vision

Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.

Parks Canada is a separate Government of Canada Agency and derives its responsibilities from the following legislation:

- the *Parks Canada Agency Act*;
- the *Canada National Parks Act*;
- the *Canada National Marine Conservation Areas Act*;
- the *Historic Sites and Monuments Act*;
- the *Heritage Railway Stations Protection Act*;
- the *Historic Canal Regulations* pursuant to the *Department of Transport Act*;
- the *Heritage Lighthouse Protection Act*; and
- the *Species at Risk Act*.

Parks Canada's Chief Executive Officer reports directly to the Minister of the Environment.

Parks Canada manages national parks, national historic sites and national marine conservation areas on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians while ensuring that they remain unimpaired for present and future generations.

As the first national park service in the world, celebrating its centennial in 2011, Parks Canada has and continues to play a vital role in the development of a system of national parks representative of the diversity of natural regions and landscapes of Canada. Similarly, national marine conservation areas represent Canada's marine regions spanning its three oceans and the Great Lakes. While in national parks, Parks Canada is mandated to protect their ecological integrity, the Agency fosters the sustainable use of national marine conservation areas. In carrying out its responsibilities, Parks Canada works in collaboration with Aboriginal peoples, stakeholders and neighbouring communities.

Each national historic site tells its own story and contributes to our understanding of Canada as a whole. They are special places where visitors can learn about the persons and events that shaped Canada as we know it today and where they can experience Canada's history. Parks Canada strives to ensure the system of national historic sites–comprised of places, persons and events of national historic significance–fully reflects the country's rich history. The system is developed in collaboration with Canadians to define important aspects of Canada's history.

Today, national parks, national historic sites and national marine conservation areas offer to Canadians a variety of recreational activities and learning experiences as well as a unique opportunity to personally connect with these heritage places. There are more than 20 million person-visits annually to the heritage places administered by Parks Canada.

In addition, some of Parks Canada's activities are focused on formal designations by the Government of Canada and, where mandated, providing support for the conservation and presentation of designated heritage properties that are managed by others. These include national historic sites, heritage railway stations, heritage lighthouses, federal heritage buildings, archaeological sites, the gravesites of Canadian Prime Ministers and Canadian heritage rivers. Parks Canada shows leadership in the conservation of built heritage through the Parks Canada National Historic Sites of Canada Cost-Sharing Program, a contribution program for non-federally-owned national historic sites.

Parks Canada also contributes to international heritage conservation through its leadership and participation in international conventions, programs, and agreements, notably the World Heritage Convention.

Parks Canada's long-term goal is to establish at least one national park and one national marine conservation area in each of Canada's terrestrial and marine regions. The system of national parks, presented in Figure 1, represents Canada's terrestrial regions. As of March 31, 2010, there are 42 national parks representing 28 of Canada's 39 terrestrial regions, making the system over 70 percent complete and protecting 320,000 square kilometres of Canada's lands.

The system of national historic sites represents places, persons and events of national historic significance. The long-term goal is for the system to represent the breadth and diversity of Canadian history. As of March 31, 2010, Canada's system of national historic sites (including historic canals) consists of 956 places of national historic significance. Of these, 167 are administered by Parks Canada, as displayed in Figure 2. The system also includes 648 national historic persons and 417 national historic events.

The system of national marine conservation areas, as shown in Figure 3, represents Canada's marine regions spanning its three oceans and the Great Lakes. This system is in the early development stages. With the recent addition of the Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site, five of Canada's 29 marine regions are represented making the system 17 percent complete.

More information on Parks Canada's mandate and responsibilities is available on its website at http://www.pc.gc.ca

FIGURE 1: THE SYSTEM OF NATIONAL PARKS OF CANADA

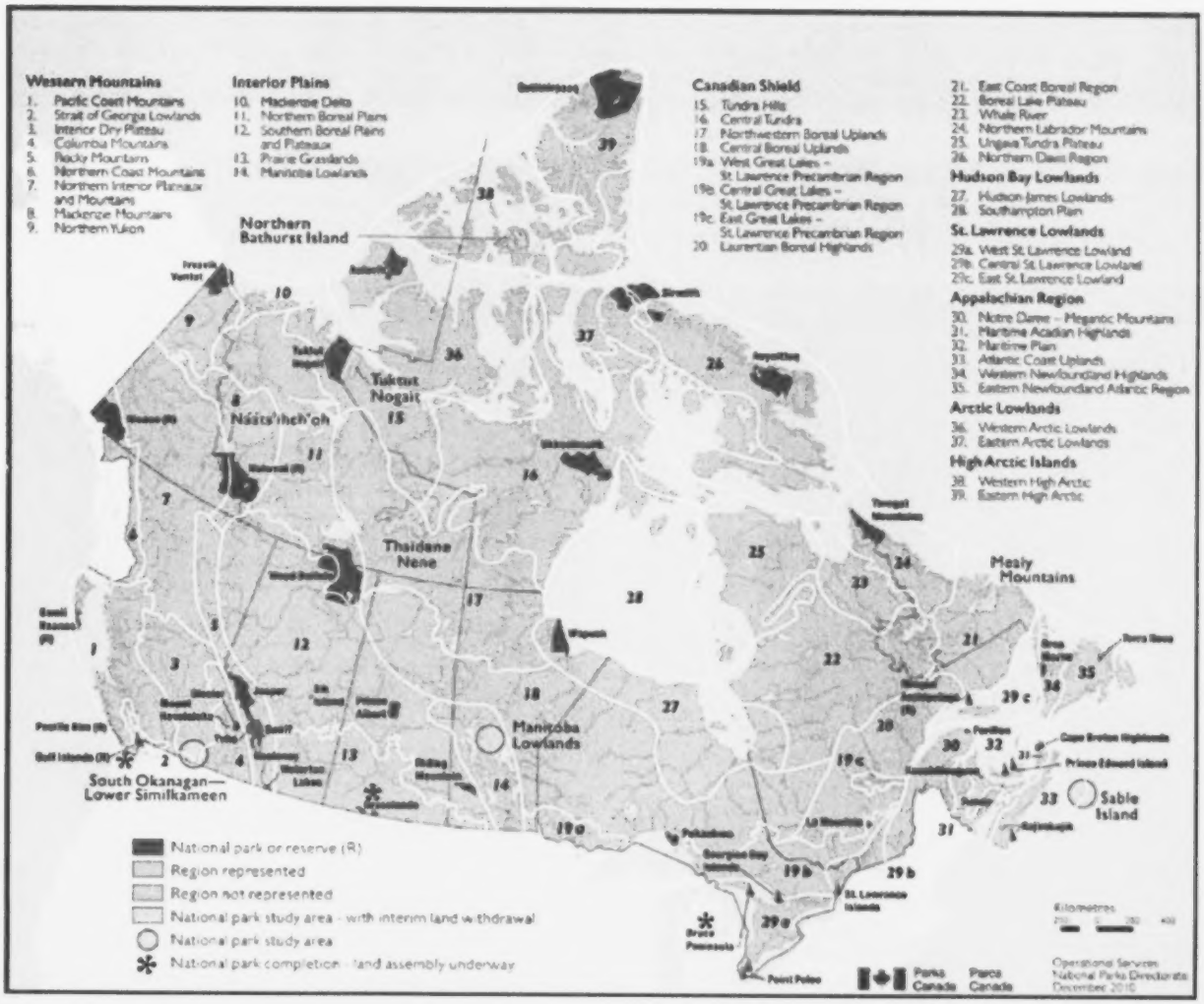


FIGURE 2: NATIONAL HISTORIC SITES OF CANADA ADMINISTERED BY PARKS CANADA

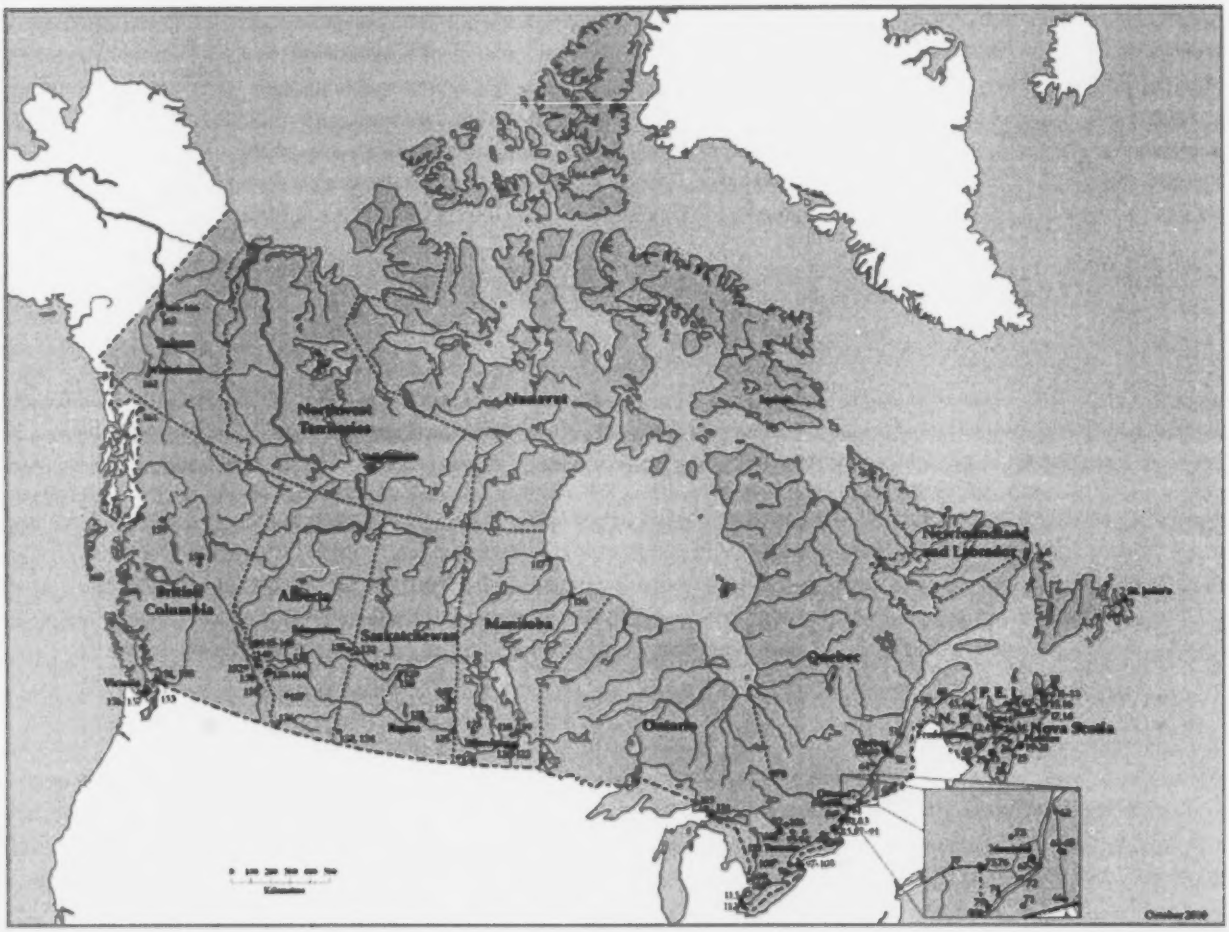


FIGURE 2: NATIONAL HISTORIC SITES OF CANADA ADMINISTERED BY PARKS CANADA *(cont'd)*

Newfoundland and Labrador

1. Cape Spear Lighthouse
2. Signal Hill
3. Hawthorne Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Hopedale Mission

Nova Scotia

10. Marconi
11. Fortress of Louisbourg
12. Wolfe's Landing
13. Royal Battery
14. Alexander Graham Bell
15. St. Peters Canal
16. St. Peters
17. Grassy Island Fort
18. Canso Islands
19. Fort McNab
20. Georges Island
21. Halifax Citadel
22. Prince of Wales Tower
23. York Redoubt
24. D'Anville's Encampment
25. Fort Sainte Marie de Grace
26. Fort Edward
27. Grand-Pré
28. Kejimkujik
29. Fort Anne
30. Charles Fort
31. Port-Royal
32. Melanson Settlement
33. Bloody Creek
34. Fort Lawrence
35. Beaubassin

Prince Edward Island

36. Port-la-Joye–Fort Amherst
37. Ardgowan
38. Province House
39. Dalvay-by-the-Sea
40. L.M. Montgomery's Cavendish

New Brunswick

41. Fort Gaspareaux
42. Fort Beauséjour – Fort Cumberland
43. La Coupe Dry Dock
44. Monument-Lefebvre
45. Boishébert
46. Beaubears Island Shipbuilding
47. Carleton Martello Tower
48. St. Andrews Blockhouse

Quebec

49. Battle of the Restigouche
50. Pointe-au-Père Lighthouse
51. Grosse Île and the Irish Memorial
52. Lévis Forts
53. 57-63 St. Louis Street
54. Saint-Louis Forts and Châteaux
55. Cartier-Brébeuf
56. Fortifications of Québec
57. Maillou House
58. Québec Garrison Club
59. Montmorency Park
60. Louis S. St. Laurent
61. Forges du Saint-Maurice
62. Saint-Ours Canal
63. Chambly Canal
64. Fort Chambly
65. Fort Ste. Thérèse
66. Fort Lennox
67. The Fur Trade at Lachine
68. Lachine Canal
69. Louis-Joseph Papineau
70. Sir George-Étienne Cartier
71. Battle of the Châteauguay
72. Sainte-Anne-de-Bellevue Canal
73. Sir Wilfrid Laurier
74. Coteau-du-Lac
75. Carillon Barracks
76. Carillon Canal
77. Manoir Papineau
78. Fort Témiscamingue

Ontario

79. Glengarry Cairn
80. Sir John Johnson House
81. Inverarden House
82. Battle of the Windmill
83. Fort Wellington
84. Laurier House
85. Rideau Canal
86. Merrickville Blockhouse
87. Bellevue House
88. Murney Tower
89. Kingston Fortifications
90. Shoal Tower
91. Fort Henry
92. Trent–Severn Waterway
93. Carrying Place of the Bay of Quinte
94. Peterborough Lift Lock
95. Mnjikaning Fish Weirs
96. HMCS Haida
97. Navy Island
98. Queenston Heights
99. Butler's Barracks

Ontario (...continued)

100. Fort George
101. Fort Mississauga
102. Mississauga Point Lighthouse
103. Battlefield of Fort George
104. Battle of Cook's Mills
105. Ridgeway Battlefield
106. Bethune Memorial House
107. Saint-Louis Mission
108. Woodside
109. Battle Hill
110. Southwold Earthworks
111. Point Clark Lighthouse
112. Fort Malden
113. Bois Blanc Island Lighthouse and Blockhouse
114. Fort St. Joseph
115. Sault Ste. Marie Canal

Manitoba

116. York Factory
117. Prince of Wales Fort
118. Lower Fort Garry
119. St. Andrew's Rectory
120. The Forks
121. Riel House
122. Forts Rouge, Garry and Gibraltar
123. Riding Mountain Park East Gate Registration Complex
124. Linear Mounds

Saskatchewan

125. Fort Espérance
126. Fort Pelly
127. Fort Livingstone
128. Motherwell Homestead
129. Batoche
130. Battle of Tourond's Coulee / Fish Creek
131. Fort Battleford
132. Frenchman Butte
133. Fort Walsh
134. Cypress Hills Massacre

Alberta

135. Frog Lake
136. First Oil Well in Western Canada
137. Bar U Ranch
138. Rocky Mountain House
139. Skoki Ski Lodge
140. Cave and Basin
141. Howse Pass
142. Banff Park Museum
143. Abbot Pass Refuge Cabin

Alberta (...continued)

144. Sulphur Mountain Cosmic Ray Station
145. Jasper Park Information Centre
146. Athabasca Pass
147. Yellowhead Pass
148. Jasper House

British Columbia

149. Twin Falls Tea House
150. Kicking Horse Pass
151. Kootenae House
152. Rogers Pass
153. Fort Langley
154. Stanley Park
155. Gulf of Georgia Cannery
156. Fisgard Lighthouse
157. Fort Rodd Hill
158. Fort St. James
159. Gitwangak Battle Hill
160. Nan Sdins
161. Chilkoot Trail

Yukon Territory

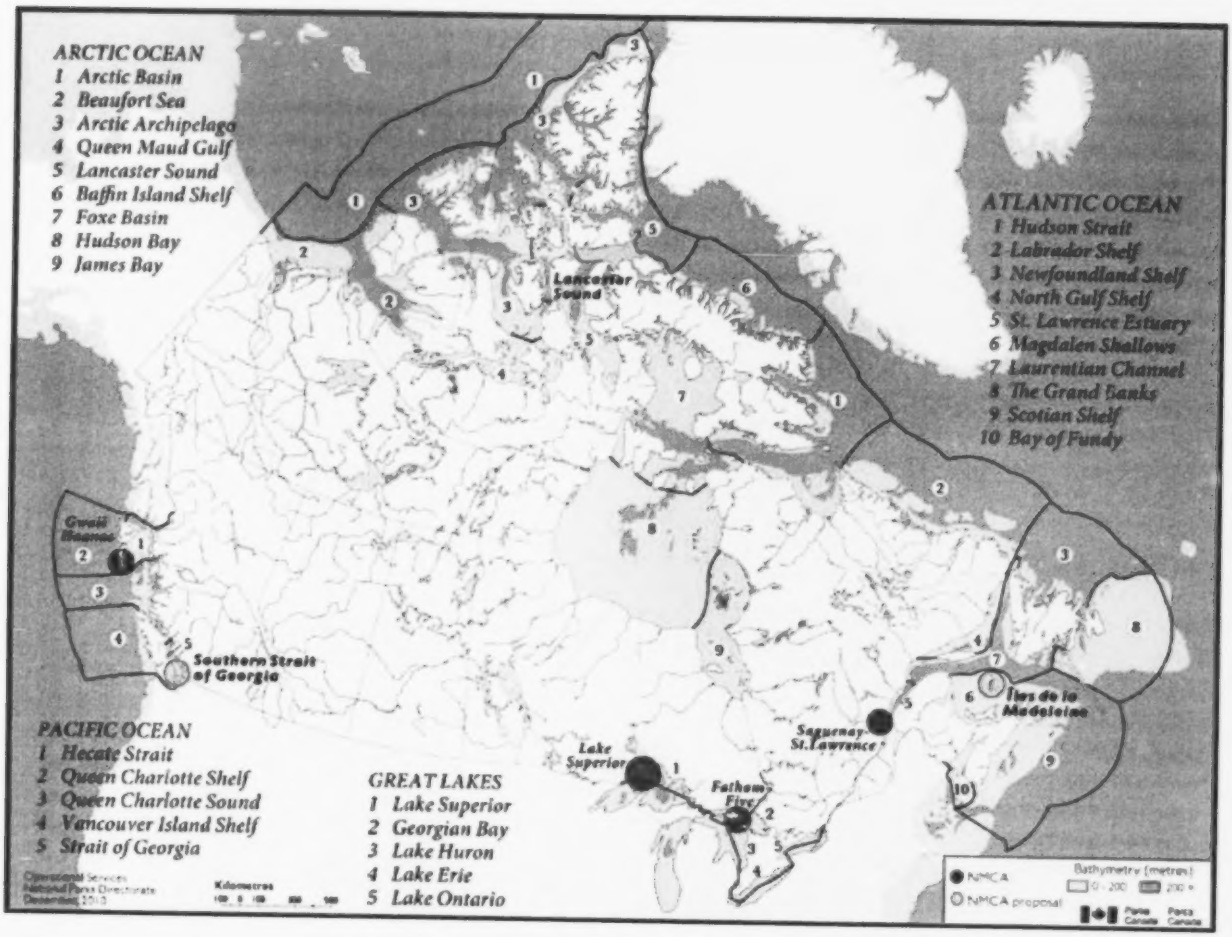
162. S.S. *Klondike*
163. Dredge N°. 4
164. Dawson Historical Complex
165. S.S. *Keno*
166. Former Territorial Court House

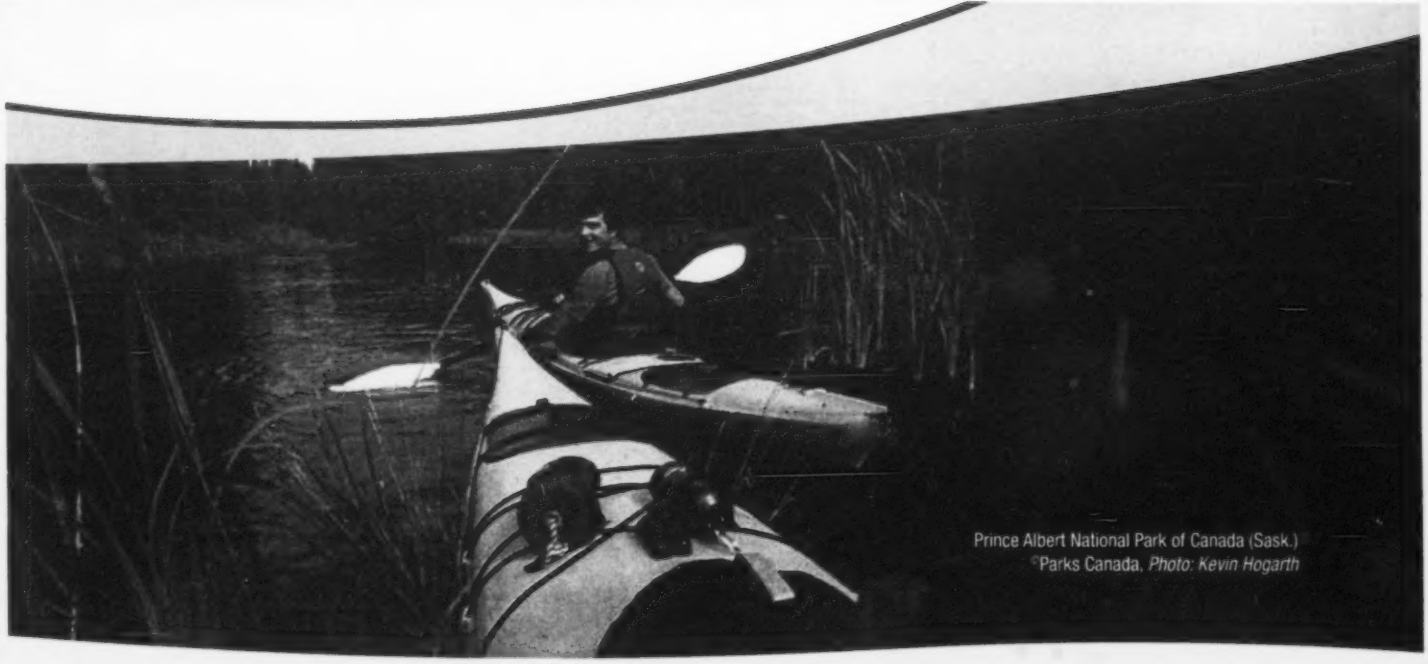
Northwest Territories

167. Saoyú-ʔehdacho

October 2010

FIGURE 3: THE SYSTEM OF NATIONAL MARINE CONSERVATION AREAS OF CANADA





Prince Albert National Park of Canada (Sask.)
©Parks Canada, *Photo: Kevin Hogarth*

CONTRIBUTION TO THE FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY

Parks Canada is a key contributor to the Federal Sustainable Development Strategy (FSDS). The FSDS represents a major step forward for the Government of Canada by including environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes.

Parks Canada's contributions to the FSDS relate to *Theme III – Protecting Nature* and to *Theme IV – Shrinking the Environmental Footprint – Beginning with Government*. These contributions are further explained in Section II and III and have been tagged for easy reference using the following symbols:

- Theme III: Protecting Nature
- Theme IV: Shrinking the Environmental Footprint – Beginning with Government

For additional details on Parks Canada's activities in support of sustainable development, please consult sections III and IV of this plan. For complete details on the Government of Canada's Federal Sustainable Development Strategy please visit Environment Canada's website at http://ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1.

STRATEGIC OUTCOME AND PROGRAM ACTIVITY ARCHITECTURE

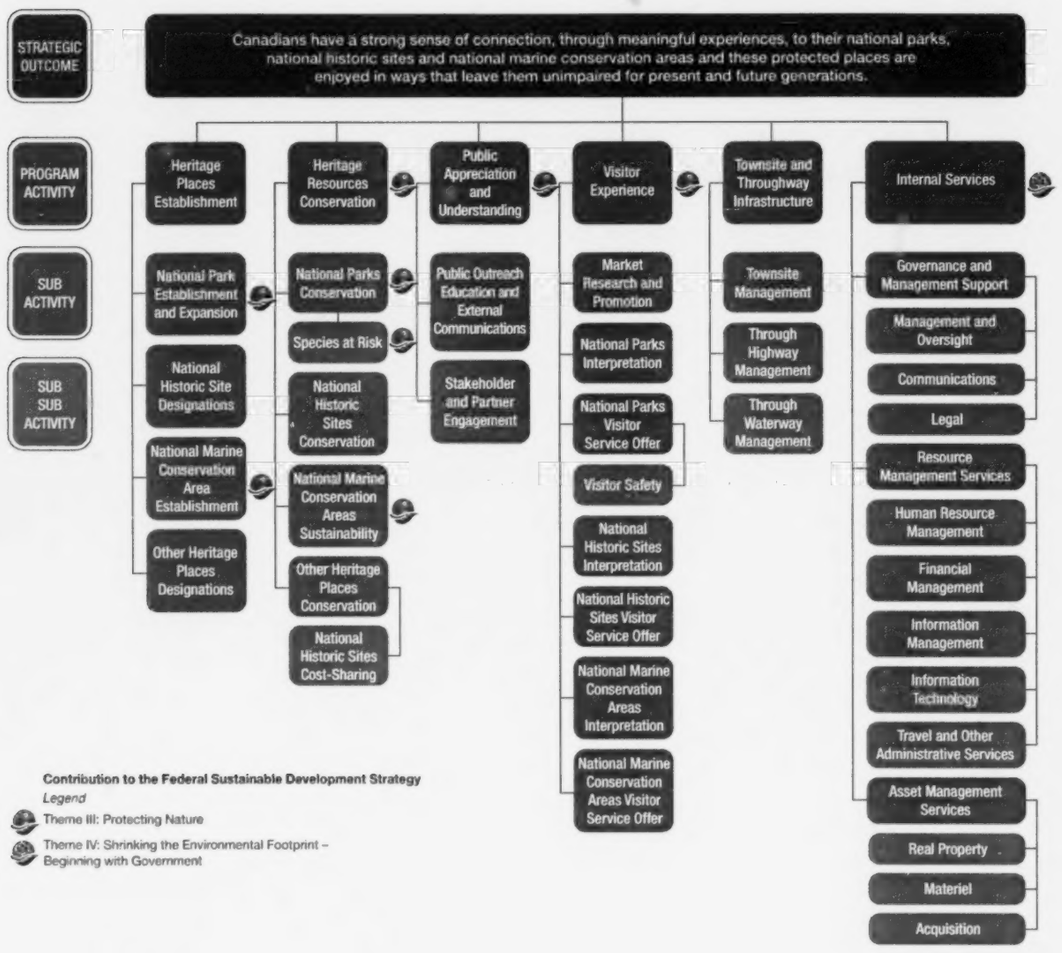
Figure 4, on the following page, presents Parks Canada's Strategic Outcome and Program Activity Architecture (PAA). Revisions from the previous year include the deletion of the sub-sub-activity "Historic Places Initiative" under the Heritage Resources Conservation Program Activity, resulting from the sunsetting of the Historic Places Initiative Class Contribution Program on March 31, 2010. The title of the sub-sub-activity "Public Safety" under the Visitor Experience Program Activity was also revised to "Visitor Safety".

The following programs have been identified as contributing to the FSDS under Theme III – Protecting Nature:

- National Park Establishment and Expansion (Sub-Activity)
- National Marine Conservation Area Establishment (Sub-Activity)
- Heritage Resources Conservation (Program Activity)
- National Parks Conservation (Sub-Activity)
- Species at Risk (Sub-Sub-Activity)
- National Marine Conservation Areas Sustainability (Sub-Activity)
- Public Appreciation and Understanding (Program Activity)
- Visitor Experience (Program Activity)

Parks Canada's contribution to Greening Government Operations, which is related to Theme IV – Shrinking the Environmental Footprint – Beginning with Government of the FSDS, has been identified under Internal Services.

FIGURE 4: PARKS CANADA STRATEGIC OUTCOME AND PROGRAM ACTIVITY ARCHITECTURE 2011–12


STRATEGIC OUTCOME
PROGRAM ACTIVITY
SUB ACTIVITY
SUB SUB ACTIVITY
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.
Heritage Places Establishment
Heritage Resources Conservation
Public Appreciation and Understanding
Visitor Experience
Townsite and Throughway Infrastructure
Internal Services
National Park Establishment and Expansion
National Historic Site Designations
National Marine Conservation Area Establishment
Other Heritage Places Designations
National Parks Conservation
Species at Risk
National Historic Sites Conservation
National Marine Conservation Areas Sustainability
Other Heritage Places Conservation
National Historic Sites Cost-Sharing
Public Outreach Education and External Communications
Stakeholder and Partner Engagement
Market Research and Promotion
National Parks Interpretation
National Parks Visitor Service Offer
Visitor Safety
National Historic Sites Interpretation
National Historic Sites Visitor Service Offer
National Marine Conservation Areas Interpretation
National Marine Conservation Areas Visitor Service Offer
Townsite Management
Through Highway Management
Through Waterway Management
Governance and Management Support
Management and Oversight
Communications
Legal
Resource Management Services
Human Resource Management
Financial Management
Information Management
Information Technology
Travel and Other Administrative Services
Asset Management Services
Real Property
Materiel
Acquisition

Contribution to the Federal Sustainable Development Strategy

Legend

Theme III: Protecting Nature

Theme IV: Shrinking the Environmental Footprint – Beginning with Government

PLANNING SUMMARY

Strategic Outcome:
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.

Performance Indicators	Targets
Percentage of national parks with maintained or improved overall ecological integrity	Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013
Overall average of commemorative integrity rating of national historic sites	Improve the overall average commemorative integrity rating of national historic sites from 6.0/10 in March 2008 to 6.6/10 in March 2013
Percentage of Canadians that report a personal connection to Parks Canada administered places	65% of Canadians report a personal connection to Parks Canada administered places by March 2014

Note: National marine conservation areas are in their early development stages and their performance framework is still to be developed.

Parks Canada's level of performance in relation to the priorities and expected results outlined in this plan will be assessed using the performance rating system provided by Treasury Board. It is as follows: Exceeded (more than 100%); Met all (100%); Mostly met (80% to 99%); Somewhat met (60% to 79%); or Not met (less than 60%).

Program Activity	Planned Spending* ($000s)					Alignment to Government of Canada Outcomes
	2011–12	2012–13	2013–14	2014–15	2015–16	
Heritage Places Establishment	**22,751**	21,588	21,588	21,588	21,592	A vibrant Canadian culture and heritage
Heritage Resources Conservation	**198,921**	195,013	194,977	194,977	195,019	A clean and healthy environment
Public Appreciation and Understanding	**34,155**	31,610	26,954	26,449	25,602	A vibrant Canadian culture and heritage
Visitor Experience	**235,521**	235,368	235,296	235,296	235,163	A vibrant Canadian culture and heritage
Townsite and Throughway Infrastructure	**122,625**	77,608	62,610	57,610	57,622	A safe and secure Canada
Internal Services	**81,562**	81,521	81,521	81,521	81,457	–
Total Planned Spending	**695,535**	642,708	622,945	617,440	616,456	–
Full-Time Equivalents	**4,422**	4,416	4,415	4,413	4,411	–

** Planned spending is provided over a five year horizon in accordance with the Parks Canada Agency Act. Due to rounding, figures may not add up to totals shown.*

PROGRAM ACTIVITY 3 –

Public Appreciation and Understanding

Expected Result of Program Activity: Canadians appreciate the significance of heritage places administered by Parks Canada and support their protection and presentation.

Performance Indicators:	Targets:
Percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada	60% of Canadians appreciate the significance of heritage places administered by Parks Canada by March 2014
Percentage of Canadians that support the protection and presentation of places administered by Parks Canada	80% of Canadians support the protection and presentation of places administered by Parks Canada by March 2014

Programming in this area contributes to the Federal Sustainable Development Strategy

Public Appreciation and Understanding Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**34,155**	31,610	26,954	26,449	25,602
FTEs	**294**	293	293	291	290

PROGRAM ACTIVITY DESCRIPTION:

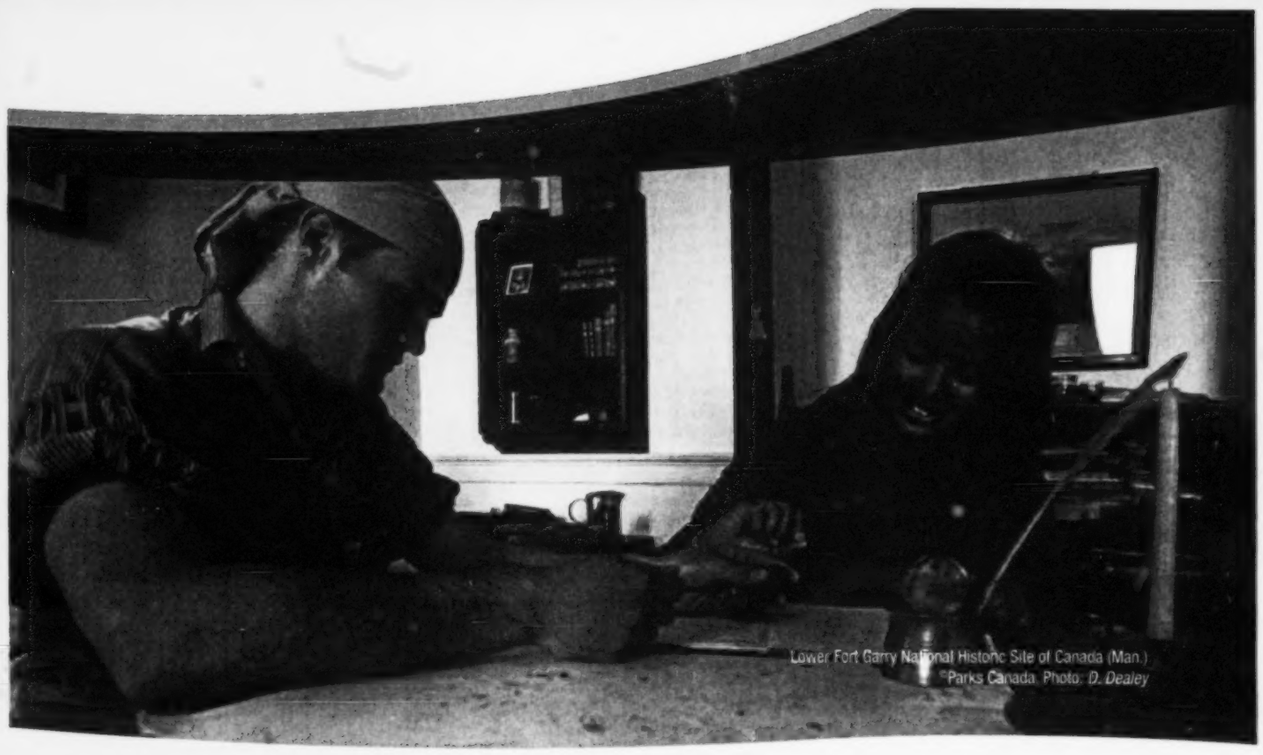
This program activity aims to increase Canadians' understanding, appreciation, support and engagement with respect to the natural and historical heritage of Parks Canada administered places. This is accomplished by reaching Canadians at home, at leisure, at school and in their communities through relevant and effective communication and public outreach education initiatives as well as by engaging many stakeholders and partners in the development and implementation of the Agency's future direction.

PLANNING HIGHLIGHTS:

Parks Canada's website is a fundamental communication medium and its use can be leveraged to engage Canadians and to provide a means to present and foster learning of the natural and cultural heritage of Parks Canada administered places. The information technology infrastructure required to support the Parks Canada website and corresponding tools for Canadians are aging and require renewed investment in order to ensure that they remain current and relevant.

To achieve the expected result, Parks Canada will:

- Expand its reach, increase its visibility and provide relevant opportunities for urban and new Canadians' initial connection with Parks Canada in the metropolitan areas of Montreal, Toronto and Vancouver through focused investment and outreach strategies, including working with a broad range of partners. Key planned activities include working with the arts and music communities to connect with urban audiences; remote delivery of Parks Canada programs to schools and other venues through video conferencing; outreach events and exhibits in high traffic venues; integration of Parks Canada experiences into new citizen events and materials, and the launch of a speakers bureau to bring Parks Canada stories to locations within easy access of urban Canadians.
- Celebrate its centennial as the world's first national park service in 2011 and will leverage this occasion to launch a program of outreach activities and signature special events to increase Canadians' awareness of and connection to Canada's national parks, national historic sites and national marine conservation areas.
- Focus on proactive media relations targeting daily news, specialized media as well as broadcast initiatives to engage Canadians. Strategic investment in new media and the renewal of the Parks Canada website will enable Canadians to interact with Parks Canada in their homes, schools and places of leisure.
- Provide increased opportunities for Canadians to be involved with Parks Canada places in activities they consider meaningful and relevant. Volunteer engagement will be actively promoted to inspire Canadians to step forward and play a role in Parks Canada heritage places mobilizing their active support.
- Continue the development of a framework to engage Aboriginal peoples in the planning and management of heritage places administered by Parks Canada. As part of this framework, Parks Canada will establish Aboriginal advisory relationships in various locations across the organization, guided by the unique legal and cultural contexts of the different Aboriginal groups, by 2013.



Lower Fort Garry National Historic Site of Canada (Man.)
©Parks Canada. Photo: *D. Dealey*

BENEFITS FOR CANADIANS:

To foster a sense of connection to Canada's places of natural and cultural heritage, it is important that Canadians have opportunities to understand, appreciate and support Parks Canada heritage places. In turn, Canadians will increasingly take pride in these places, knowing that they have an opportunity to influence decisions and actions undertaken on their behalf.

PARKS CANADA AGENCY PRIORITIES

Operational Priorities	Type*	Description and Contribution to Strategic Outcome
Establishing National Parks and National Marine Conservation Areas	Ongoing	By the end of fiscal year 2013, Parks Canada will increase the terrestrial regions represented in the national park system by one. The Agency will make yearly demonstrable progress towards establishing national parks in three unrepresented terrestrial regions and towards establishing national marine conservation areas in two unrepresented marine regions. The establishment and expansion of national parks and marine conservation areas create additional opportunities for Canadians to connect with their heritage places.
Conserving Canada's Heritage Places	Ongoing	Parks Canada will continue to lead active management projects to improve key ecological integrity indicators in 20 national parks by March 2014. Actions will also continue to improve 70% of commemorative integrity elements rated as poor at Parks Canada's national historic sites, with a focus on built cultural resources. Addressing priority conservation challenges in Canada's national parks and national historic sites will help ensure that Canadians of this and future generations can continue to enjoy them.
Increasing Visitation	Previously committed to	Targeted Parks Canada initiatives will attract 22.4 million visits annually to national parks, national historic sites and national marine conservation areas by March 2015 up from 20.7 million visits in 2008–09. This will be done by diversifying and renewing visitor experience opportunities and increasing the desirability of these locations as travel destinations.
Increasing Canadians' Connection with Parks Canada Places	Previously committed to	Parks Canada will focus on the celebration of the 100th anniversary of becoming the world's first park service to create a heightened sense of connection and pride by all Canadians in their national treasures. The Agency will undertake activities in Montreal, Toronto and Vancouver to increase connection to Parks Canada places in these urban areas.
Management Priorities	**Type***	**Description and Contribution to Strategic Outcome**
One Team, One Vision	New	Parks Canada will focus its efforts on leveraging the talent and engagement of its team of employees in the collective achievement of the Agency Vision, which focuses on creating a sense of connection to Canada's natural and cultural heritage.
Asset Management	New	The Agency will undertake a comprehensive review to optimize its asset and realty holdings to ensure a sustainable portfolio that is relevant to the achievement of its mandate.

* Type is defined as follows: **Previously committed to**—committed to in the first or second fiscal year prior to the subject year of the plan; **Ongoing**—committed to at least three fiscal years prior to the subject year of the plan; and **New**—newly committed to in the year of the plan.

CORPORATE RISKS AND MITIGATION STRATEGIES

During the period covered by this plan, Parks Canada will continue to integrate risk management in all its functions and to improve information on risk management and tools available to managers. Implementation of new Treasury Board policies related to investment planning and internal controls will also strengthen how Parks Canada manages risk.

To inform the development of this plan and support decision-making throughout the year, Parks Canada identified its corporate risks. These are events that could prevent the Agency from achieving its strategic outcome and expected results at the program activity level. The following is a summary of the Agency's four key corporate risks and their mitigation measures:

Key Corporate Risk: Competitive Position

Visitation at Canada's national parks and national historic sites is variable from year to year. Over the last five years, both national parks and national historic sites have shown a negative visitation trend of similar magnitude. Parks Canada has, therefore, recognized as one of its key corporate risks that its service offer might be less competitive with other parks and cultural attractions, and/or other leisure activities. Parks Canada is mindful of its competitive position.

To mitigate its Competitive Position risk, the Agency has reallocated resources in the field to put in place dedicated teams of external relations and visitor experience professionals. New Visitor Experience tools that will be employed include a recreational activities assessment framework, interpretive guidelines, service standards, trip planning tools, accommodation pilots and new media. Parks Canada will also mitigate this key corporate risk through proactive event and promotion planning, including celebrations to mark its centennial as the 100th anniversary of the creation of the Dominion Parks Branch, the first dedicated national park service in the world.

Key Corporate Risk: Environmental Forces

Since the Species at Risk Act (SARA) was proclaimed in June 2003, the number of species listed in Schedule 1 of the Act has increased from 233 to 470. According to the World Conservation Union, invasive alien species are the second most significant threat to biodiversity after habitat loss, and invasive alien species have been identified as a stressor for most national parks. These threats are exacerbated by other factors over which Parks Canada has no control, such as the emerging effects of climate change and habitat degradation outside of national parks. Parks Canada has, therefore, recognized as one of its key corporate risks that its ability to maintain or improve overall ecological integrity in national parks and meet legal requirements related to species at risk may be hindered by environmental forces, such as climate change, biodiversity loss, and alien/invasive species.

To mitigate its Environmental Forces risk, Parks Canada will continue to implement Action on the Ground projects for priority ecological integrity indicators, accelerated action plans for species at risk recovery strategies, and in partnership with others, implement the ecological integrity/species at risk outreach and education strategy. In addition to this, the Agency will identify and develop new policies and guidelines in response to emerging park management issues and continue to examine opportunities to better protect, connect and restore protected area ecosystems.

Key Corporate Risk: Information Management

The ability to effectively identify, capture, manage and report pertinent data and information is critical for Parks Canada to manage all program areas and meet legal requirements. Parks Canada has, therefore, recognized Information Management as a key corporate risk.

To mitigate this risk, Parks Canada will continue to advance several key areas. In the area of resources and capacity, focus will be placed on increasing current information management capabilities throughout the Agency and better aligning resources to most pressing priorities. Parks Canada will also improve its capacity in information management through awareness training that will be available to all employees. In addition, Parks Canada will establish and implement sustainable Agency-wide approaches and processes for the consistent and effective management of information. The Agency will develop key standards, procedures and guidelines including those required for classification, retention and records disposition.

Key Corporate Risk: Asset Management

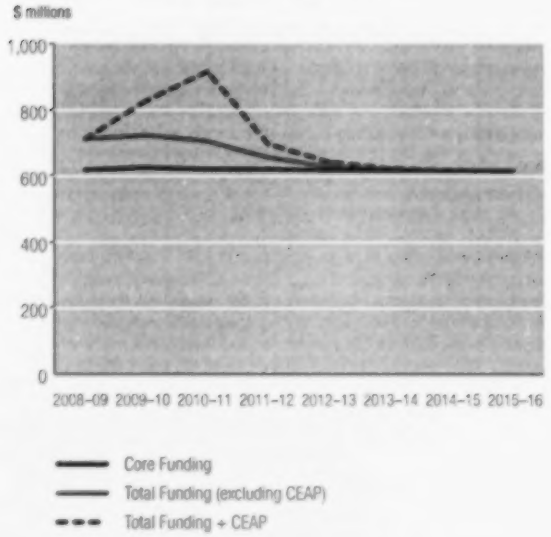
The Agency manages a large number of complex real property assets with a current replacement value of approximately $11.6 billion (March 31, 2010).[1] The management of assets, both contemporary and cultural, is central to the delivery of three of the five program activities in the Agency as well as for internal services delivery. The protection of cultural assets is an end in itself, while contemporary assets are a means to achieve the Agency's mandate and program objectives. Aging infrastructure could result in failure of assets and/or significant impairment of built cultural resources, which could compromise public safety, hinder Parks Canada's ability to deliver on its mandate and damage the Agency's reputation. In the future, the Agency may be forced to close facilities for safety reasons. Parks Canada has, therefore, recognized Asset Management as a key corporate risk. To mitigate this risk, Parks Canada is putting into place a framework of policies, directives, standards and guidelines to provide consistent direction to operational units in the management of assets. The Agency will review its real property holdings to ensure that the portfolio can be sustainably managed with an emphasis on high risk assets such as canals, dams, bridges and highways.

PARKS CANADA AGENCY FUNDING PROFILE

For the 2011–12 fiscal year, Parks Canada's budget to meet the expected results of its program activities and contribute to its strategic outcome amounts to $696 million.

Figure 5 illustrates Parks Canada's funding level trend from 2008–09 to 2015–16. Three trends are represented: the Agency's core funding, the total funding excluding Canada's Economic Action Plan (CEAP) and the total funding including CEAP.

FIGURE 5: PARKS CANADA AGENCY FUNDING LEVEL TREND 2008–09 TO 2015–16



For the 2008–09 to 2010–11 period, the total funding includes all Parliamentary appropriation and revenue sources: Main Estimates, Supplementary Estimates, Treasury Board Central Votes and revenues from user fees and rights and privileges. It also includes carry forward adjustments. For the 2011–12 to 2015–16 period, the total funding corresponds to the planned spending and revenues. Supplementary funding and carry forward adjustments are not all known at this point and are therefore not reflected.

As shown in Figure 5, since 2008–09, Parks Canada's core funding level has stabilized.

Total funding excluding CEAP is continuing to decrease over the next two years primarily due to the twinning of the Trans-Canada Highway in Banff National Park of Canada.

[1] Current Replacement Value 2000 escalated by the non-residential construction price index from Statistics Canada.

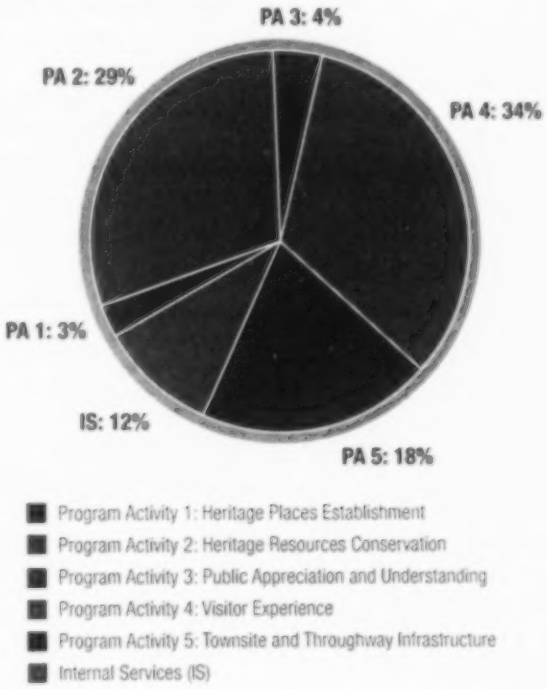
The significant increase in funding in years 2009–10 and 2010–11, represented by the dotted line, reflects monies received through CEAP. This included $217 million for improvements and upgrades to national historic sites and Parks Canada's visitor facilities; $130 million over five years to complete the twinning of the Trans-Canada Highway in Banff National Park of Canada to the British Columbia border; and approximately $25 million for the assessment and remediation of federal contaminated sites.

Figure 6 displays the allocation of Parks Canada funding by program activity. Parks Canada funding is primarily allocated to Program Activity 2 Heritage Resources Conservation and Program Activity 4 Visitor Experience as they relate to the operations of the heritage places administered by the Agency. It should be noted that, as per Treasury Board Secretariat's directive, the funding allocated to Internal Services is being displayed separately rather than being incorporated in program activities. Parks Canada plans to spend $81.6 million on Internal Services, which corresponds to 12 percent of its total funding.

ESTIMATES BY VOTE

For information on the Agency's organizational votes and/or statutory expenditures, please see the 2011–12 Main Estimates publication. An electronic version of the Main Estimates is available at http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp.

FIGURE 6: 2011–12 ALLOCATION OF FUNDING BY PROGRAM ACTIVITY


PA 3: 4%
PA 2: 29%
PA 4: 34%
PA 1: 3%
IS: 12%
PA 5: 18%
Program Activity 1: Heritage Places Establishment
Program Activity 2: Heritage Resources Conservation
Program Activity 3: Public Appreciation and Understanding
Program Activity 4: Visitor Experience
Program Activity 5: Townsite and Throughway Infrastructure
Internal Services (IS)

Pacific Rim National Park Reserve of Canada (B.C.)
©Parks Canada, *Photo: Josh McCulloch*

Section II – Analysis of Program Activities

The section that follows describes Parks Canada's program activities and identifies the expected result, performance indicators and targets for each of them. It explains how Parks Canada plans on meeting the expected results and presents the financial and non-financial resources that are planned to be dedicated to each program activity.

This section also identifies activities contributing to the Federal Sustainable Development Strategy (FSDS). The Parks Canada Agency is the federal lead on target 6.2 related to Park Protected Habitat of the FSDS. This target corresponds to one of Parks Canada's targets at the strategic outcome level and is identified in the Planning Summary in Section I of this plan. It reads as follows: maintain or improve the overall ecological integrity of all national parks from March 2008 to March 2013. Activities contributing to the achievement of this target are found under Program Activity 1 – Heritage Places Establishment; Program Activity 2 – Heritage Resources Conservation; Program Activity 3 – Public Appreciation and Understanding; and Program Activity 4 – Visitor Experience.

Progress made in achieving performance expectations for all program activities is reported annually in the Agency Performance Report. The report on the state of heritage places administered by Parks Canada can also be found in the Library section of the Parks Canada website at http://www.pc.gc.ca.

PROGRAM ACTIVITY 1 –

Heritage Places Establishment

Expected Result of Program Activity: Represented regions in the systems of national parks and national marine conservation areas; the system of national historic sites represents the breadth and diversity of Canada's history.	
Performance Indicators:	**Targets:**
Number of represented terrestrial natural regions in the system of national parks	Increase the number of represented terrestrial natural regions from 28 in March 2007 to 29 of 39 by March 2013
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national parks[1]	Make demonstrable progress towards establishing national parks in three unrepresented regions[1]
Percentage of yearly commemorations for under-represented themes in Canada's history	33% of yearly commemorations are for under-represented themes in Canada's history
Number of represented marine regions in the system of national marine conservation areas	Increase the number of represented marine regions from 3 in October 2007 to 5 of 29 by March 2013
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national marine conservation areas[2]	Make demonstrable progress towards establishing national marine conservation areas in two unrepresented regions[2]

[1] Performance Indicator and Target for National Park Establishment and Expansion sub activity of Parks Canada's Program Activity Architecture (Figure 4)

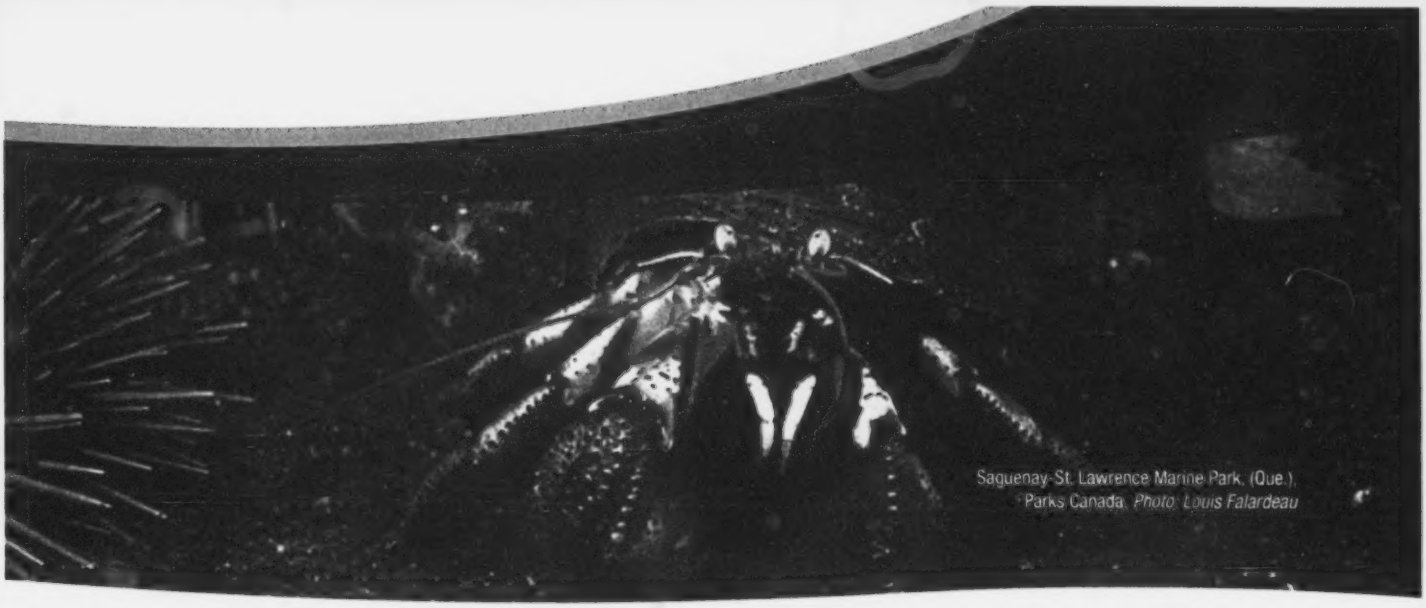
[2] Performance Indicator and Target for National Marine Conservation Area Establishment sub activity of Parks Canada's Program Activity Architecture (Figure 4)

Programming in this area contributes to the Federal Sustainable Development Strategy

Heritage Places Establishment Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**22,751**	21,588	21,588	21,588	21,592
FTEs	**92**	89	89	89	89

PROGRAM ACTIVITY DESCRIPTION:

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining Ministerial approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada are



Saguenay-St. Lawrence Marine Park, (Que.) Parks Canada. *Photo: Louis Falardeau*

symbols to the world and are part of the fabric of the nation. Preservation of Canada's natural and cultural heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and cultural heritage.

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada will:

- Establish one new national park in an unrepresented terrestrial region; complete feasibility assessments for three other potential national parks in unrepresented terrestrial regions, and complete one proposed expansion (identified in Figure 1).
- Complete feasibility assessments for two potential national marine conservation areas in unrepresented marine regions (identified in Figure 3).
- In accordance with Government of Canada direction, work towards designating Sable Island (N.S.) a national park, and establishing Nááts'ihch'oh National Park Reserve (N.W.T.) to better protect the headwaters of the South Nahanni River.
- Continue to support the Historic Sites and Monuments Board of Canada and the Minister in the designation and commemoration of places, persons and events of national historic significance that represent the breadth and diversity of Canadian history. Over the next five years, an average of 36 commemorations of places, persons and events of national historic significance will be carried out annually.
- Implement the *Heritage Lighthouse Protection Act*, with a particular focus on researching and evaluating the heritage value of federally-owned lighthouses nominated for designation by members of the public.
- Continue to evaluate federally owned buildings in collaboration with other federal departments and agencies, and make recommendations to the Minister for the designation of buildings that are determined to be of heritage value as Federal Heritage Buildings.

BENEFITS FOR CANADIANS:

Creating new national parks and national marine conservation areas, and expanding existing national parks, protects representative examples of Canada's distinct landscapes and seascapes. The designation of new places, persons and events of national historic significance builds on our system of national commemorations that reflects the breadth and diversity of Canadian history. Newly established heritage places contribute to regional economic development and the well-being of communities, and lead to new opportunities for visitor experience, education and long-term meaningful involvement in the place's planning and management. Canadians benefit from the positive relationships built with Aboriginal peoples, other governments and communities in the establishment of these special places and ensures that we can pass onto future generations the living legacy that we have inherited from generations past.

PROGRAM ACTIVITY 2 –

Heritage Resources Conservation

Expected Result of Program Activity: Management actions result in improvements to ecological integrity indicators in national parks, and the state of cultural resources in national historic sites is improved.	
Performance Indicators:	**Targets:**
Number of national parks with at least one improved ecological integrity indicator	20 national parks improve 1 ecological integrity indicator from March 2008 to March 2014
Percentage of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved	70% of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved within five years

Programming in this area contributes to the Federal Sustainable Development Strategy

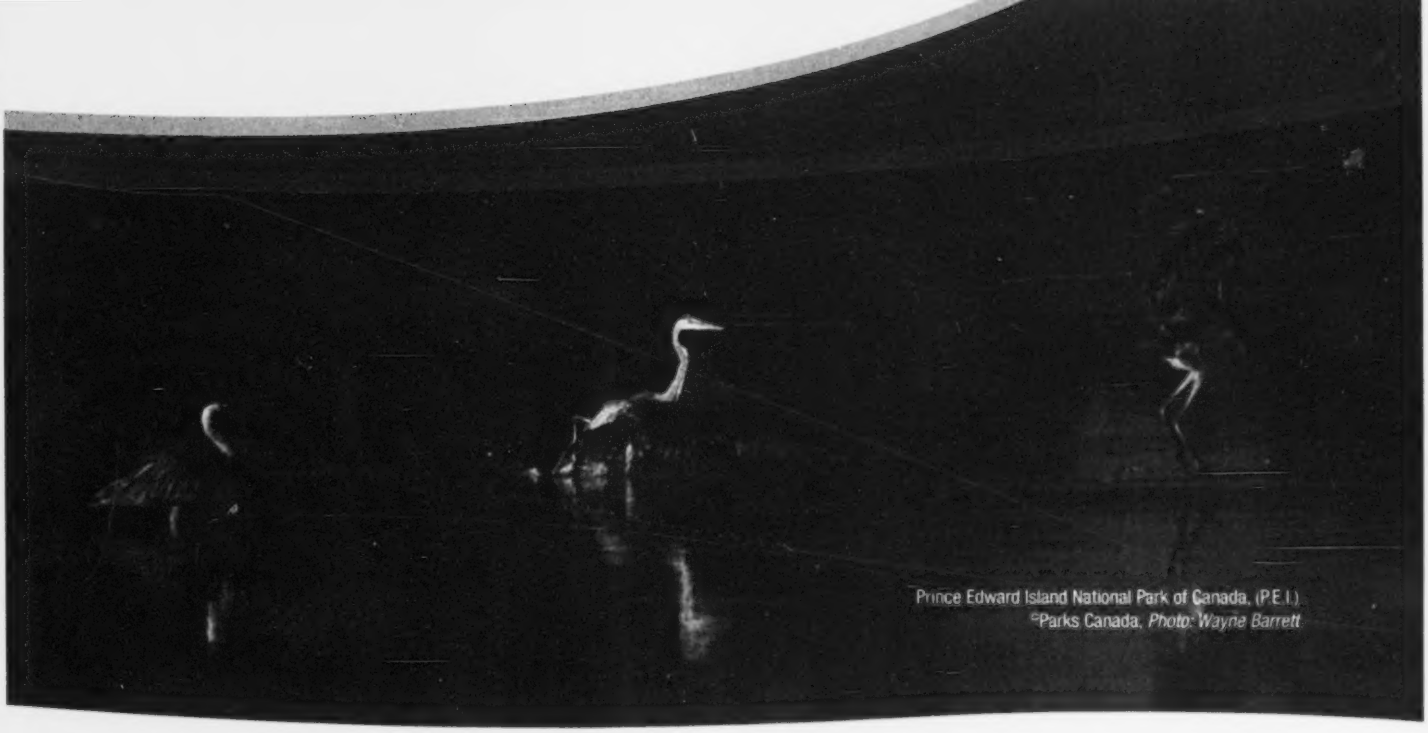
Heritage Resources Conservation Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**198,921**	195,013	194,977	194,977	195,019
FTEs	**1,272**	1,272	1,272	1,272	1,272

PROGRAM ACTIVITY DESCRIPTION:

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and the sustainable use of national marine conservation areas including protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage places.

PLANNING HIGHLIGHTS:

The assets managed under this program activity represent close to a quarter of Parks Canada's asset portfolio. Historic assets are core to Parks Canada's mandate, and once they are lost, they are lost forever. The size of the entire Agency portfolio and the age of the infrastructure represent a financial pressure for the Agency. Parks Canada has, therefore, identified asset management as one of its key corporate risks and as one of its corporate priorities. Additional information on the type of asset managed under this program activity is available in the Update to the Long-Term Capital Plan found in Section IV of this plan.



Prince Edward Island National Park of Canada, (P.E.I.)
©Parks Canada, *Photo: Wayne Barrett*

To achieve the expected result, Parks Canada will:

- Continue to address conservation challenges and demonstrate improvements in key indicators of ecological integrity in 20 of Canada's national parks through active management and restoration initiatives. The focus of our actions is on priority management issues identified in park management plans. Examples of projects to be carried out in 2011–12 include:
  - A $458,000 investment in La Mauricie National Park of Canada for the removal of dams and thousands of sunken logs from several lakes as well as the execution of prescribed burns in 2000 hectares of mixed forest in order to improve the ecological integrity of the park's aquatic and forest ecosystems.
  - A $227,000 investment to restore obstructed fish passages at road culverts for streams in Jasper, Glacier and Yoho National Parks of Canada. This multi-year project aims to improve the aquatic connectivity by restoring poorly functioning stream crossings in seven national parks.
- Develop a national zoning framework for the national marine conservation areas program by 2014.
- Continue to lead the development of national recovery strategies for species at risk that are found primarily on Parks Canada administered lands and waters in accordance with legislative requirements.
- Continue to work towards maintaining the ecological integrity of national parks and reintroducing natural processes such as fire. Parks Canada will conduct prescribed burns, and when required, will suppress wildfires. (The 2010–11 wildfire season was relatively quiet with only one challenging wildfire in Wood Buffalo National Park of Canada. The Parks Canada Agency managed 77 wildfires affecting 5,900 hectares, significantly below the 10 year average.)
- Work towards maintaining or improving the commemorative integrity of the national historic sites the Agency administers, with particular attention to improving the condition of built cultural resources. Examples of projects to be carried out in 2011–12 include:
  - A $3 million annual investment over six years for the conservation of Fort Henry National Historic Site of Canada located in Kingston, Ontario. Work will be directed towards repair, stabilization and preservation of the buildings and structures of the Fort Henry complex, in partnership with the St. Lawrence Parks Commission and the Province of Ontario who operate the site as a heritage attraction.
  - A $192,000 investment at Prince of Wales Fort National Historic Site of Canada, an early 18th-century stone masterpiece near Churchill, Manitoba, that will continue to address underlying causes of instability and conserve the fort's massive stone walls.

- A $340,000 investment at York Factory National Historic Site of Canada, which was established in 1684 as the principal depot for the Hudson Bay Company fur trade, to complete the fifth and final year of a study to identify options related to the future management of the site, which is threatened by river bank erosion, and the ongoing conservation of its cultural resources.

- Administer the Parks Canada National Historic Sites of Canada Cost-Sharing Program in order to support the protection of national historic sites not owned by the Agency. The program will continue to provide funding for not-for-profit organizations to carry out conservation and presentation projects at their national historic sites. Additional information on this program is available in the Transfer Payment Program Table found in Section III of this plan.
- Support the conservation of historic places not administered by Parks Canada through continued collaboration with provincial and territorial governments to provide Canadians with conservation tools such as the Canadian Register of Historic Places and the second edition of the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

BENEFITS FOR CANADIANS:

The conservation of national parks and national historic sites and the sustainable use of national marine conservation areas help ensure that important natural and cultural resources are protected for the environmental, social and economic benefit of Canadians. National parks and marine conservation areas are part of the protected areas system of Canada and are intended for the use, benefit and enjoyment of all Canadians. These areas are relevant to the Canadian society for the intrinsic benefits they provide, such as clean air, clean water and adaptation to climate change. Additionally, protected areas contribute to Canada's economy through the provision of tourism opportunities and enhance the physical and mental health of Canadians as spiritual places and recreational resources. National historic sites and other historic places are tangible manifestations of the breadth and diversity of Canadian history and their conservation connects Canadians to their past. They also play important contemporary roles in their communities as places of gathering, business, entertainment and tourism. These heritage places are intrinsic components of the Canadian identity. Together, Parks Canada's national parks, national historic sites and national marine conservation areas provide meaningful opportunities for Canadians to appreciate and personally connect with nationally significant places and stories and to engage directly in the management of Canada's national treasures.

L'Anse aux Meadows National Historic Site of Canada (N.L.).
©Parks Canada. *Photo: Dale Wilson*

PROGRAM ACTIVITY 4 –

Visitor Experience

Expected Result of Program Activity: Visitors at surveyed locations feel a sense of personal connection to the places visited.	
Performance Indicators:	**Targets:**
Percentage of visitors that consider the place is meaningful to them	On average, 85% of visitors at surveyed locations consider the place meaningful
Percentage of visitors that are satisfied, and percentage that are very satisfied, with their visit	On average, 90% of visitors at surveyed locations are satisfied, and, on average, 50% at surveyed locations are very satisfied, with their visit

Programming in this area contributes to the Federal Sustainable Development Strategy

Visitor Experience Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**235,521**	235,368	235,296	235,296	235,163
FTEs	**1,951**	1,951	1,951	1,951	1,951

PROGRAM ACTIVITY DESCRIPTION:

This program supports the opportunities provided for the more than 20 million person visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of a visitor's personal interaction with the protected heritage place that helps them create meaning and establish connection with the place. The experience begins with awareness of the site, followed by planning the visit, travelling to and welcoming and orientation upon arrival. During the visitor's time on site, it includes participation in recreational and interpretive activities and the use of accommodation, trails, facilities, services and supporting infrastructure. This is followed by departure and the post-visit relationship. Investments in the different stages of the visitor experience cycle facilitate opportunities for enjoyment and learning, leading to a sense of personal connection and the continued relevance of Canada's protected heritage places for Canadians.

PLANNING HIGHLIGHTS:

The assets managed under this program activity represent over 40% of Parks Canada's asset portfolio. Visitor facilities provide opportunities for Canadians to have meaningful experiences and personally connect to Canada's heritage places. The size of the entire Agency portfolio and the age of the infrastructure represent a financial pressure

for the Agency. Parks Canada has, therefore, identified asset management as one of its key corporate risks and as one of its corporate priorities. Additional information on the type of asset managed under this program activity is available in the Update to the Long-Term Capital Plan found in Section IV of this plan.

To achieve the expected result, Parks Canada will:

- Focus its efforts towards attracting new Canadians, young families and young adults, and increasing their participation in the visitor experience opportunities that are available at their national parks, national historic sites and national marine conservation areas.
- Position each heritage place within the local tourism marketplace, identify key target segments in that market and use a market based approach to attract and grow these segments.
- Provide improved and diversified accommodation offers, recreational activities, and an expanded number of special events and interpretive products, as well as continued quality service. This will help Canadians have meaningful experiences and connect to their national parks, national historic sites and national marine conservation areas.
- Continue to promote authentic Aboriginal cultural experiences for visitors and foster economic and tourism opportunities in its heritage places.
- Increase Canadians' and international travellers' awareness of the available visitor experience opportunities at its heritage places by increasing brand awareness, collaborative promotional programs with industry partners and focused communications to target markets. Parks Canada initiatives will attract 22.4 million visits annually to national parks, national historic sites and national marine conservation areas by March 2015.

BENEFITS FOR CANADIANS:

National parks, national historic sites and national marine conservation areas provide Canadians with visitor experience opportunities for enjoyment and learning. In turn, this leads to a sense of personal connection and the continued relevance of Canada's protected heritage places to Canadians. By providing opportunities for authentic Aboriginal cultural activities, the Agency also contributes to the understanding of Aboriginal cultures and their historical connection with Parks Canada's heritage places.

PROGRAM ACTIVITY 5 –

Townsite and Throughway Infrastructure

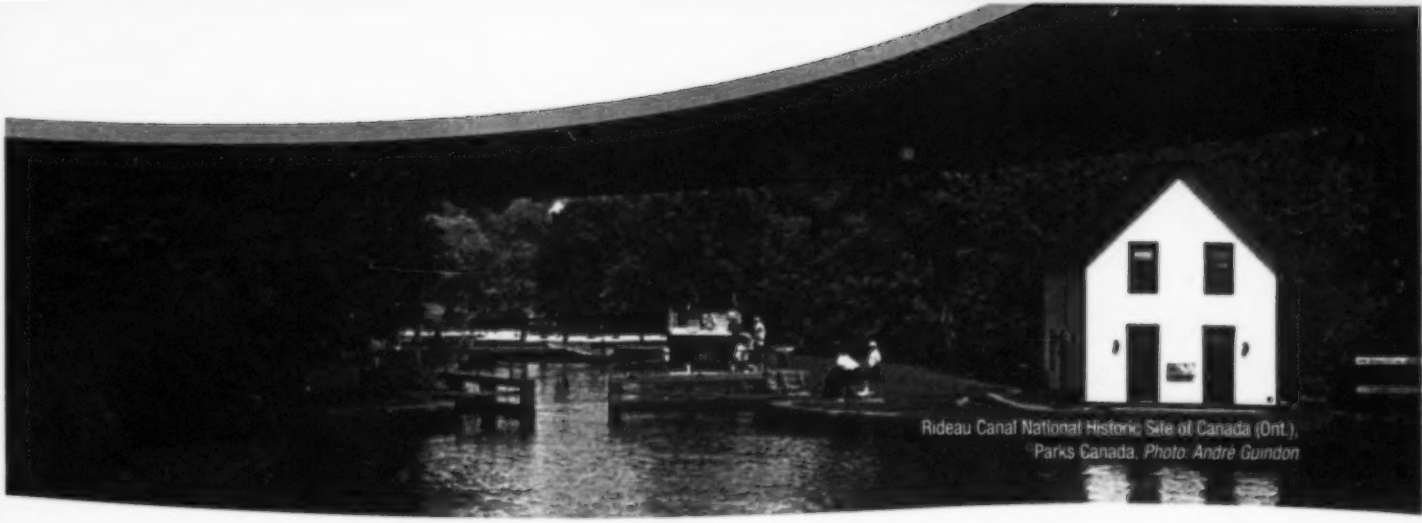
Expected Result of Program Activity: Condition of contemporary infrastructure for townsites and waterways is maintained or improved, and through highways are open to traffic.	
Performance Indicators:	**Targets:**
Percentage of townsite contemporary assets that are maintained and percentage of townsite contemporary assets rated as poor or fair that are improved	The condition of 75% of townsite contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013
Percentage of waterway contemporary assets that are maintained and percentage of waterway contemporary assets rated as poor or fair that are improved	The condition of 75% of waterway contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013
Number of days of closure of through highways due to asset condition	Zero (0) days of closure of through highways due to asset condition

Townsite and Throughway Infrastructure Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**122,625**	77,608	62,610	57,610	57,622
FTEs	**325**	323	322	322	322

PROGRAM ACTIVITY DESCRIPTION:

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. These are Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton in Waterton Lakes National Park of Canada, Alberta. Two other townsites, Banff and Jasper, are self-governed since 1990 and 2002, respectively.

Parks Canada retains authority for community plans and by-laws in Banff, and for community plans, land-use planning and development in Jasper. This program also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites. Waterways, which support commercial and recreational boating as well as other recreational activities, include the Trent-Severn Waterway, the Rideau and Sault Ste. Marie canals in Ontario; the Carillon, Chambly, Lachine, Sainte-Anne-de-Bellevue and Saint-Ours canals in Quebec; and the St. Peters canal in Nova Scotia.



Rideau Canal National Historic Site of Canada (Ont.), Parks Canada. *Photo: André Guindon*

PLANNING HIGHLIGHTS:

The assets managed under this program activity represent more than a quarter of Parks Canada's asset portfolio. The size and diversity of this portfolio and the age of the infrastructure represent a financial pressure for the Agency. Parks Canada has, therefore, identified asset management as one of its key corporate risks and as one of its corporate priorities. Additional information on the type of asset managed under this program activity is available in the Update to the Long-Term Capital Plan found in Section IV of this plan.

To achieve the expected result, Parks Canada will:

- Complete twinning of the remaining 6 kilometres of the Trans-Canada Highway located within Banff National Park of Canada to the British Columbia border by 2013 in order to increase passenger safety and ease traffic flows.
- Continue to make targeted infrastructure investments in maintenance and rehabilitation of bridges and dams to ensure through highways and through waterways remain safe and open.
- Examine critical issues facing heritage canals and their infrastructure, including public safety risks associated with an aging infrastructure as well as environmental and municipal responsibilities, with a view to ensuring their sustainability.
- Complete inspections of assets in five townsites by 2012 in order to identify and prioritize investment needs.
- Continue to make investments to upgrade townsites infrastructure to maintain levels of service and address essential safety requirements. In 2011–12, for example, Parks Canada will complete the replacement of existing control systems at the Lake Louise wastewater treatment plant.

BENEFITS FOR CANADIANS:

Parks Canada is the proud steward of national parks, national marine conservation areas and national historic sites, which include historic canals. In addition to its core mandated responsibilities, Parks Canada manages townsite and throughway infrastructure. Five of Canada's national parks provide a haven for vibrant townsite communities, to which Parks Canada renders a variety of municipal or other services. The Agency also manages and maintains the provincial and inter-provincial highways and waterways that are an integral part of Canada's transportation system and pass through national parks and national historic sites. Parks Canada manages a network of waterways which supports commercial and recreational boating, as well as other recreational activities. Dams that form part of waterway infrastructure regulate water levels, supplying water for navigation, consumption, fire protection and hydro power generation.

Internal Services

Internal Services Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2011–12	2012–13	2013–14	2014–15	2015–16
Planned Spending	**81,562**	81,521	81,521	81,521	81,457
FTEs	**488**	488	488	488	487

Programming in this area contributes to the Federal Sustainable Development Strategy

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services (i.e., Investment Planning, Project Management, Risk Management, Planning and Reporting, Internal Audit and Evaluation); Communications Services; Legal Services; Human Resource Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

PLANNING HIGHLIGHTS:

With regard to its Internal Services, Parks Canada will:

- Continue to make progress in implementing the new financial policy direction over four disciplines: financial management governance; internal control; financial resource management, information and reporting; and financial systems. Specific areas of focus in 2011–12 include the implementation of quarterly and future-oriented financial statements, the harmonization of common business processes and the development of an action plan for the annual assessment of internal controls.
- Continue to implement the Treasury Board Policy on Evaluation by improving its evaluation quality and capacity through the development of guidelines and standardized

Lake Superior National Marine Conservation Area of Canada (Ont.)
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templates and approaches for conducting evaluations. This, in turn, will lead to efficiencies in the process and to improvements in the quality of evaluation products.

- Implement the Treasury Board Policy on Investment Planning – Assets and Acquired Services. The Investment Plan will support sound planning and investment decisions and enable the Agency to advance infrastructure improvements to minimize risks and liabilities in program delivery.
- Continue to implement its security program and develop a departmental security plan by 2012 to comply with the new Treasury Board Policy on Government Security.
- Focus on continuously engaging its workforce and creating a respectful workplace, relevant and effective now and into the future. In doing so, the Agency will devise an integrated succession planning approach for key positions; develop strategies to harmonize the management of a multigenerational workforce and implement e-learning; upgrade its human resources management system with a view to further automate HR processes; and support management excellence by continued investment in leadership development, with an emphasis on middle managers.
- Minimize the environmental impact of its operations in accordance with the Federal Sustainable Development Strategy by demonstrating progress in specific areas identified in the Greening Government Operations Table found in Section III.

Section III – Supplementary Information

FINANCIAL HIGHLIGHTS

The future-oriented financial highlights presented within this Corporate Plan are intended to serve as a general overview of the Parks Canada Agency operations and financial position. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

Future-oriented financial statements can be found in the online version of this plan, which is available in the Library section of the Parks Canada website at http://www.pc.gc.ca.

Future-oriented Condensed Statement of Operations

For the Year (Ended March 31)

($ millions)

	% CHANGE	FUTURE-ORIENTED 2011–12	FUTURE-ORIENTED 2010–11
Expenses			
Heritage Places Establishment	(11.5%)	13,377	15,110
Heritage Resources Conservation	(17.3%)	166,586	201,442
Public Appreciation and Understanding	4.7%	45,223	43,181
Visitor Experience	(12.0%)	227,597	258,594
Townsite and Throughway Infrastructure	(14.1%)	106,570	124,012
Internal Services	(8.7%)	85,875	94,088
Amortization of Tangible Capital Assets	0.1%	84,361	84,284
Total Expenses	(11.1%)	729,589	820,711
Revenues			
Total Revenues	0.0%	111,251	111,251
Net Cost of Operations	**(12.8%)**	**618,338**	**709,460**

SUPPLEMENTARY INFORMATION TABLES

The following information can be found on the Treasury Board Secretariat's website at http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp.

- Details on Transfer Payment Programs
- Greening Government Operations
- Upcoming Internal Audits
- Upcoming Evaluations
- Sources of Respendable Revenue
- Summary of Capital Spending by Program Activity
- User Fees

Section IV – Other Items of Interest

The following information can be found in the online version of this plan, which is available in the Library section of the Parks Canada website at http://www.pc.gc.ca.

- Additional Information on Parks Canada's Contribution to the Federal Sustainable Development Strategy
- New Parks and Historic Sites Account – Source and Use of Funds
- Update to Parks Canada Long-Term Capital Plan